

ORGANIZATIONAL ROLES & RESPONSIBILITIES

SEPTEMBER 24, 2013

DESIGN PRINCIPLES DISCUSSION

Durable – Sustainable Quantifiable	Prioritized and Strategic Engaging and well –coordinated, statewide Multi-agency, public / private, “local up,” collaborative
Responsive, agile, proactive Balanced for:	Leverages dollars, resources Aligned Accessible Navigable
<ul style="list-style-type: none"> – New and existing – Big & Small – Urban and rural 	

DESIGN PRINCIPLES IDEA CARDS

Effectively coordinated at all levels	Cross-pollinated, Aligned with all players (Higher education, basic education workforce, etc.)
Organizational roles are clearly defined and avoid duplication or overlap of services/mission	Clean Sheet: Fund industry-led collaborative innovation sector specific projects
Clean sheet: Facilitate cross-border, industry, academia, government collaboration through federal efforts to engage cross-agency approaches	Inclusive: Include collaboration across state agencies, governor, legislature and vertical with ADOs, tourism, trade partners.
Establishment of a clear and compelling marketing vision, strategy, for state economic development.	Well-coordinated with workforce and instructors development
Alignment	
Coordinated and Collaborative	Engages local ADO's and WDC's early in the process.
	Accessible and navigable
Coordinated-state to local level, seamless to customer	
Support workforce development education in ex meharonics: Access	Statewide system is easy to navigate for businesses and workers
Bottom-up funding and support	Includes private sector involvement
Bottom-up	Agreement on term: “Economic Development”
System-wide approach created thru consensus	Flexible and adaptable
Statewide yet flexible to allow for local needs	Build in adaptability. Adaptable to changing economic times (Highs and lows)
	Agile
Proactive and long-term vision	Responsive – Proactive
Responsive to changing needs within a consistent framework	
Leverages resources	Leverages investments for greatest impact
Leverages existing efforts	Focused on increasing employment and earning of Washingtonians
	Balanced between existing and new businesses
Focused on strategic industry clusters	Expand services, including international marketing
Attracts businesses with longer term growth potential	to mid-market businesses that are seeking to

Support manufacturing, advanced manufacturing that makes a product
Quantifiable
LEAN

grow, expand product offerings. Focus on mid-market not startups

Durable: Redesign/Strategic

Accountable & effective via performance metrics
Attracts businesses that create quality jobs that are aligned to median income/growth goals

GREAT THING DISCUSSION SUMMARY...

Mix of resources

Willing to help at local and state level

GREAT THING IDEA CARDS...

Well-meaning, active, respective actors

Local organization's responsiveness to their employer's needs. Supporting the uniqueness of the economic drivers in specific communities
People work together

Local control is responsive and nimble to business/employer needs

Individual/innovative approaches to economic development

Innovative

We have a fairly comprehensive and functional system of EDC and WDC components
Variety "seed" of collaboration between multiple areas of economy
Variety of effort and participants who care

Balanced – Lots of different actors trying to help: workforce, local economic developers.

ADOs – Match, local knowledge

Multiple access points based upon region, sector, interest

Variety

Collaborative, well-meaning
Industry panels modeled on workforce board

IPZs are great conceptually

KEY IMPROVEMENTS DISCUSSION SUMMARY

Funding continuity. Consistency over time
Cohesion, alignment, evidence-based coordination

Role clarity and accountability

SUGGESTIONS TO CHANGE SYSTEM

Role clarity, accountability

State-wide agreement on who does what and make them accountable

Actually define (document) roles and responsibilities and in the process simplify the system (Which probably means some combinations and eliminations)

Commission – Business, Un/CC and ADO/Trade manage economic development effort. Florida Enterprise model

More quantifiable – what works best

It should be sustainable (funding continuity)

Expand funding beyond 2 years: fund for long-term success and evaluate specific milestones Focused economic development structure	Change in structure? Re-establish the economic development commission with the business services division under direction of the commission. Oversight by Governor and Legislature. Repurpose and rename “Department of Commerce” Dept. of Economic Recovery and Expansion Change legislative committees to align with the work of agencies and aligned with the state’s economic development system Create Washington state economic commission that operates economic development, trade and other economic programs Draft declaration of economic development in WA state – what it is and what it does and all sign on Clear, unified plan, that includes a leadership component, that is executable and focused on results Leadership – Shared vision, strategic plan, directed resources Adopt a shared Goal of rebuilding the economy measure by the number of living wage jobs created IPZs need to collaborate not compete statewide LEAN and leadership to coordinate all Create framework that clarifies roles and develops ongoing (legislative?) solutions Put Dept. of Ecology under purview of Dept. of Commerce
Bring WA National Guard to the table (e.g. Cyber security sector) Provide clear, focused strategy and coordination role across state (To build consistent leadership and culture) Coordinate through bottom-up input into state-wide strategy for all More regional structure (As opposed to state-wide or local) Cohesive alignment, evidence-based Siloed vision, efforts without clear alignment More effective leadership: Stronger “Crown” a leader Strategic and evidenced-based Structured approach to coordination Lean principles say... Focuses on the customer. Clear leadership that puts the customer in the center and focus on serving them. Dedicated, sustainable revenue source at state level for economic development Dept. of Commerce becomes the lead agency for economic development and is resourced accordingly. Staffing appropriate for outreach and coordination.	

AMENDING ROLES DISCUSSION

Structural focus on economic development for alignment and coordination

Statutory support for continuity

Clarity of leadership, roles and goals